

Career Navigation™



Gaining from Training

A research report into training
trends for 2011

February 2011

Contents

Introduction

Gaining from Training

Headline Findings

Principal Findings

Case Studies

Executive Coaching

Research Objectives

The research explores the need for training, how the market moved in 2010 over 2009 and the plan to refuel training in 2011.

Interviews were carried out with managers from both HR and the learning and development teams

Who we talked to:

65 key managers from a wide spectrum of industries were involved in this survey.

Results were collected from across the UK and the sample was nationally and demographically representative.

Introduction

There is no shortage of talk about the ‘power of training’ and the perpetual struggle to coach and retain employees with the skills, attitude, qualities and experience organisations need to compete and survive. ‘People are our greatest asset’ is often quoted by everyone from Chief Executives to the HR department – but do organisations have real plans to step up the capability of their people at a time when headcount is down and workplace pressure often heightened as a result?

With the state of the UK job climate and cuts affecting every sector, the UK is possibly suffering from a lack of skills left amongst its remaining workforce. With the recession in full swing and organisations keeping a tight watch on their purse strings, we see that the need for keeping and training the right people is imperative in keeping the organisation secured for growth and performance.

Employees want to perform better to increase their job security. Employers want to stretch their resources further. In short, it’s Gaining from Training.

And yet, while employers are all too aware of the need for training it seems there is some hesitance to spend.

This is a key finding of independent research carried out on behalf of Career Navigation and presented here in Gaining from Training. The research examines the climate of the corporate training world from both Human Resources and Learning and Development perspectives.

It reveals a picture of recent stability in training investment, yet shows the need and thankfully, an intention, to strengthen employees’ skills and knowledge in 2011.

David Jensen
Chairman
Career Navigation

Gaining from Training

1745 HR and L&D professionals were invited to take part in our survey, from all over the UK. 35 % of managers that completed this questionnaire report directly to HR, leaving 65 % reporting to another team.

HR has been heavily affected during the last 2 years of recession and teams are down to the bare structural skeleton. Employees are now expected to do a wider more varied job, while often still only being trained for the job they were employed for originally.

Gaining from Training makes clear that there is a need for training, and a plan to increase spending on learning and development in 2011.

Adaptable, well trained workforces, equipped to carry out a variety of tasks, offer the best hope of competitive advantage and handling a myriad of new challenges in the year ahead.

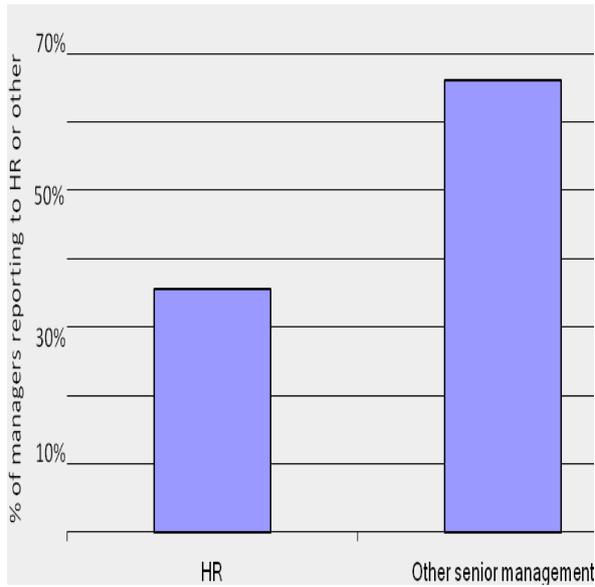


Headline Findings

- Nearly three quarters of respondents (65%) report to other senior management, someone other than HR.
- 64% believe L&D is given sufficient weighting within an organisation.
- Only 28% spent less on L&D in 2010 compared to 2009 and 39.3% actually have increased their spending on L&D.
- More than half (55.7%) plan to spend more in 2011 on L&D due to the need to strengthen their workforce and to maintain growth
- Of the planned spend, leadership and development training is the most focused area in 2011, followed by operational training, executive coaching and team building.
- Finance and Health and Safety have been shown to be the subjects that will feature less in 2011 training programs
- Middle management, senior executives and operational managers will be receiving the most training in 2011 with administration managers being the least trained work group.
- 63% of training is carried out by external providers.

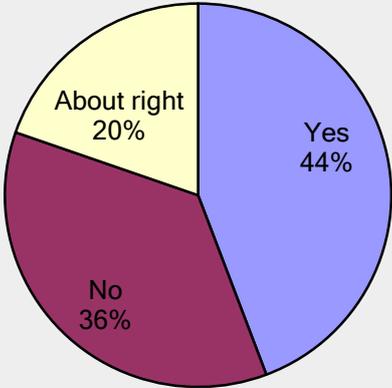


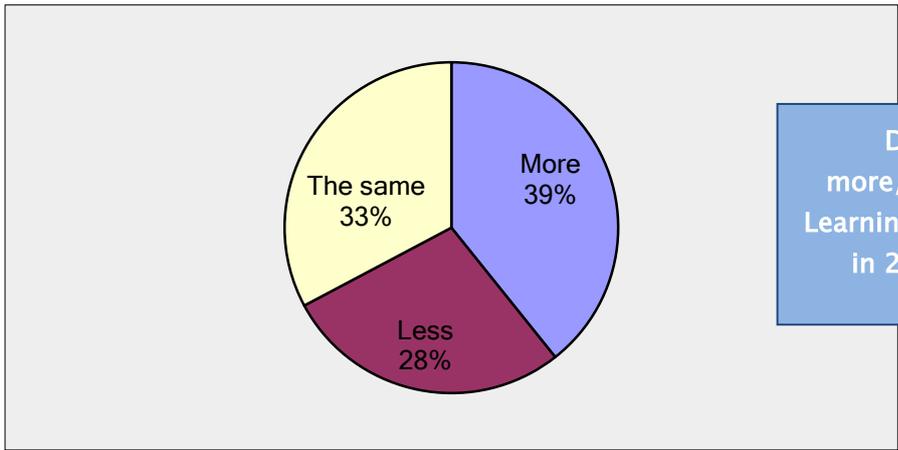
Who do you report into?



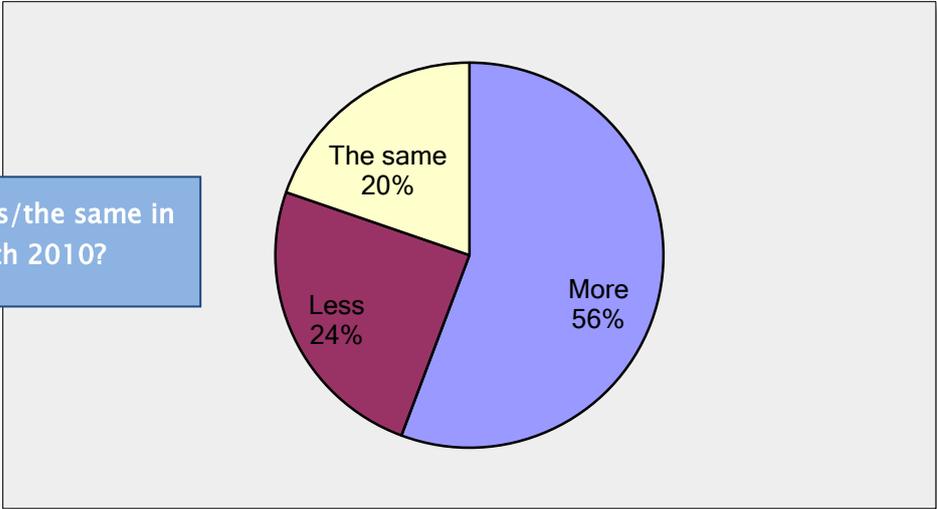
Principal Findings

Do you believe Learning and Development is given sufficient weighting in your organisation?

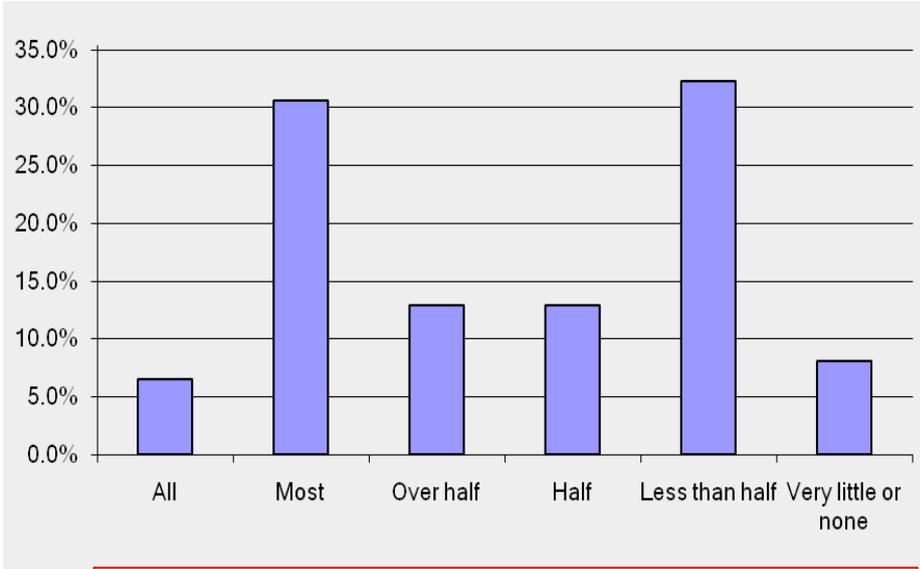




Did you spend more/less/the same on Learning and Development in 2010 than 2009?



Will you spend more/less/the same in 2011 compared with 2010?



What proportion of your training is done by an external provider?

92% of companies outsourced at least part of their training

These findings are based on a report built by Career Navigation's research:

Unwieldy processes wasting time

From the responses received from this group, it appears that a significant number of managers (36%) feel that L&D gets insufficient weighting in their organisations and feel that learning and development needs to be given more importance. Especially with the current employment climate as it stands in the UK.

Nearly 40% of managers increased their spending on learning and development in 2010 whereas 27% spent less. So the trend is showing us that learning and development is being regarded as one of the important tools to recession proof any organisation. This trend shows that the people that are now in place are going to receive training to cover their increasingly varied and demanding roles.

Of the planned spend, leadership and development training will be the most purchased in 2011, followed closely by operational training. Executive coaching is still a popular investment and is required to give that extra support to executives that now have a more demanding role. Team building remains as always on the list of most required investment

Health and Safety and Finance will be the least required training in the UK during 2011.

Meanwhile, middle management, senior executives and operational managers will be receiving the most training in 2011 with administration managers being the least area of investment. This shows a clear intention to strengthen the drivers of organisations as restructuring has taken place.

The fact that external providers carried out so much training in 2010 (63%) should indicate that there will be an increased demand for external training providers in 2011 that mirrors the increased spend forecast. When combined with overstretched HR departments and a desire to secure quality training from specialists, the outlook should encourage external providers for the year ahead.

Career Navigation offers a wide variety of training courses all run in-house, tailored to client requirements. Strategic Leadership Development and Executive Coaching are delivered by Career Navigation in the UK and overseas.

Contact us for details of all we have to offer.

Ben Liffen
Client Services Director
020 7253 9142

Career Navigation Case Study 1

Our client was Group Finance Director in a large player in the service industry sector who was offered promotion to the role of MD of their newest business. He was uncertain that this was what he wanted or was best qualified to do. He was also reluctant to make the move to 'try it out', as he believed, quite rightly, that he would not be able to step back into his previous role if it did not work out. The organisation was very keen to retain him, as he had considerable knowledge of the business, was very bright, and they believed he was the CEO designate for the Group, and therefore crucial to their future business strategy.

We had to work with this individual, on a variety of issues. We needed to help him to 'see himself as others saw him' in order to understand why he was being offered the role and then to get to grips with its demands and how he might make it his own before accepting or rejecting the offer.

To begin with, we used a combination of face to face time with an experienced Coach and some appropriate psychometric tools to establish a line in the sand and help our client to identify the skills, experience and style he possessed, and the belief that they could be transferred to the new role.

We went on to put this change in context of the wider considerations of his life, like family commitments, career aspirations, personal life goals. We helped him put together an exacting list of criteria upon which to judge this crucial decision.

Almost 2 years later, he is that successful and dynamic MD, having made important acquisitions for the company and grown the footprint and reputation of the business.

Career Navigation Case Study 2

Our client was a highly successful MD of a division of a global brand food stuffs company. He was one of two contenders for the CEO role for the entire organisation. He came second for a variety of completely performance unrelated reasons that included seniority, extent of international business exposure etc. He perceived that there remained a number of real challenges for him within the company and agreed to remain. After a year it became obvious that he sat uncomfortably in the new structure and an agreement was reached for him to exit the company. He came to us with a very real dilemma:
what should he do next?

Being economically secure for the foreseeable future, our role was to help him to explore options. He needed to review his entire career and consider questions like, "Did I arrive here by accident or design"; "Do I enjoy what I do?"; "Is it time to open a beach bar in Phuket?"; "What do the family think?"; "Does it matter?" etc.. Added to these were real debates about what his skills were, why had he been successful, what were his unique selling points, and how to write and talk about them.

Together with his coach he worked through the answers to these and many other ancillary questions that allowed him to construct a clear assessment of himself, his drivers, needs, possibilities, constraints and goals and a plan of action to identify and secure his next career move. We helped him to showcase his talent, through advice, coaching, and the judicious use of our contacts and industry knowledge.

He is now the CEO of an organisation that is at the stage of its growth to need and appreciate his excellent brand building abilities – and at twice his previous package.

Career Navigation Case Study 3

Our client was a very successful commodities trader who was exceptionally bright, had achieved huge successes for his employer, often positioning them at the forefront in an emerging market or in the development of a new instrument. A very creative individual, at almost forty, and with a family, he commanded a very large package and was bored.

What he needed from us was structure to his thoughts about what he really wanted to do next and some indication that he could give himself 'permission' to stop what he was doing and pursue some of the other experiences he felt driven to realise.

To begin with, we appointed a coach and used an appropriate psychometric instrument (not without being left in no doubt that our client considered these a waste of time, a point of view which he revised) and established a base line from which to work. The majority of the early work he did with his coach put a framework around his ideas, and developed a rigorous pattern of analysis that allowed him to differentiate the 'doable' from the 'conceptually fascinating' and put his undeniable drive into the things that fitted his own agreed set of criteria.

Once he had given himself 'permission' to drop out of the employee relationship as far as generating income was concerned, he was tireless in following leads and networking, finding previous business associates only too pleased to listen to a proposition that would give them a piece of his formidable talent but would not see him full time on the payroll. In the first year he earned more than twice his yearly package in a 6 month contract, was invited to advise at government level on a number of international issues pertinent to his area of expertise and took part in a number of adventure and exploration activities not in the holiday brochures.

This pattern has repeated itself and his only comment to his coach each time he starts a new assignment is "If you see I am still here in a year's time, please come and get me".

Executive Coaching

This activity links with the previous assessment and development piece, as the executive coaching approach to individualised learning has been proved to work best in developing leaders whether they are already in the organisation, but stepping up into a new role, or new hires, needing to adapt to the new environment and culture quickly whilst still making an impact (doing their day job). The fact that this type of development is very specific to the needs of the individual, aligned with the needs of the company and that it is delivered at the desk, in real time and life situations, ensures doable plans and visible changes that impact teams as off-site programs and courses of study could not.

Depending on the individual situation we would adopt a variety of different starting points. If we were working with an existing manager being asked to step up into a new role we, would use a 360 degree instrument to allow the participant to understand the perceptions of others, as well as his own, of his style and current ways of behaving. However, if this knowledge already exists, or the individual is a new hire, we would work with that existing information, or the outcome from the assessment and development process to establish our starting point.

Typically we advise six coaching sessions as a viable number to encourage, support and measure identifiable change.

Career Navigation™

Ben Liffen
Client Services Director

Palmerston House,
80–86, Old Street,
London,
EC1V 9AZ.

T +44 (0) 20 7253 9142
M +44 (0) 7791 324 551
E bl@careernavigation.com
W www.careernavigation.com